

## Efficiency Committee Minutes June 27, 2012

TOWN OF NEWMARKET, NEW HAMPSHIRE  
JUNE 27, 2012 7:00 P.M.  
EFFICIENCY COMMITTEE MEETING  
JOINT COMMITTEE WITH SCHOOL BOARD & TOWN COUNCIL  
TOWN HALL AUDITORIUM

Town Moderator Clay Mitchell welcomed everyone to the meeting at 7:05 p.m. He introduced Councilor Al Zink, who presented the agenda.

1. Councilor Zink and Efficiency Committee Chairman Bob Coffee will give an update on the committee
2. Town Moderator Clay Mitchell will present ground rules for discussion
3. Don Jutton from MRI, consultant to the Committee, will speak
4. Citizen input
5. Joint discussion between Town Council and School Board
6. Statements by Town Council Chairman Phil Nazzaro and School Board Chairman Cliff Chase on next steps

1. Councilor Zink said the Committee had been established by the Town Council 13 months ago to implement one of its goals: seeking efficiency in town government. He and Councilor LaBranche took the lead on this goal and did some research on towns that were working on the same issue. They found the town of Wayland, Mass. website to be a good example of things that could be done. They went to the Town Council and School Board, and received \$6,000 from each body to hire consultant Don Jutton to help with their efforts. The committee is made up of the Chairman and Vice Chairman of the Town Council and School Board, the Town Administrator, the Superintendent of Schools, the Finance Director of the Town and School Department and 5 citizens at large. They identified ways to increase efficiency locally between the schools and town and opportunities for regionalization. Currently, they have no resources to address these opportunities. He said it soon became apparent that the issues were too large for them to tackle, so they asked a group of 15-16 interested citizens to help them decide what to do next. Two weeks ago the Committee had met with this advisory group, who suggested this meeting to determine community interest. The purpose of the meeting was to develop and maintain a cooperative effort between the Town Council and School Board, especially since each was vying for the same tax dollar.

Efficiency Committee Chairman Coffee said the Committee had discussed small ways to increase efficiency at its first meetings, but when the tax bills came out in November, he looked up his tax bills from 1999 to the present. From those he prepared a Newmarket Tax Analysis which he shared. He said he had a median priced home valued at \$250,000 and his taxes had gone up 51% during that time frame. He also directed people to look at the school and state portions of the bills which had gone up by 44%. During this time frame the town portion of the tax bill had gone up an average of 3.6% per year, the county, 6.2%, the school 11.3%, but the state had gone down 2.8%. Combining the school and state figures gave an average increase of 7.1%. The School CIP had increased by an average of 2.6%. He said this gave him a benchmark as to where Newmarket stands within the rest of New Hampshire. Page 2 of his analysis depicted these figures on a graph. Page 3 of the report was a tax forecast up to 2016 based on actual percentages from page one: an increase in 2012 by 7.7%, in 2013 of 7.9%, in 2014 of 8.1%, in 2015 of 8.3% and in 2016 of 8.5%, bringing his tax bill to \$9,483.59. He said that if nothing changed, the forecast was a probability, and it would be difficult for many to stay in the town. He said the average time for taxes to double was 10 years, but Newmarket's potential was between 8 and 9 years. He stressed that they needed to look for larger things to save on and different ways to manage efficiently with the revenue they are bringing in.

2. Town Moderator Clay Mitchell said his job was more process than substance. He was there to protect everyone's right to speak. He asked for positive comments geared toward looking for solutions to problems, not to a reiteration of the problems. He asked that comments focus on the large picture and on opportunities within the structure of the community. He said if he asked that a comment to be rephrased it was because it needed to go from a narrow focus to a broader one or from a negative to a positive tone.

3. Don Jutton, Chairman of Municipal Resources Incorporated, introduced himself. He had started his career as a Town Manager, and left 22 years ago to found his company. MRI is a consulting firm that deals exclusively with schools and towns, mostly in New England. He gave a history of the establishment of communities in New England, in light of how that structure led to the problems Newmarket along with other towns was having. He said communities were formed based on their needs of 300 years ago, when the economy relied on farms and forestry and later factories. This has resulted in many small towns independently attempting to provide full services within their borders. The challenge is for town governments to figure out how to provide cost effective services efficiently. Newmarket is a town of about 9,000 people, 1,000 of whom are students within its school system. The property valuation is about 750 million. The mean per capita income is just over \$33K, which is \$20K lower than state average, while the tax rate is 39th highest of the 240 communities in the state. On a positive note, he said that Newmarket has a small amount of debt compared to what would be allowed by state statute. The down side of this is that there are no expected payoffs of debt that would significantly decrease the tax rate, and the town's infrastructure, such as schools, wastewater, water and roads, require immediate and costly attention.

Newmarket has to seek other ways of providing these core services to remain a viable business. There is a need to reduce redundancies, seek partnerships or contracts with other towns in such areas as police, fire and public works services. Newmarket needs to look for ways to provide services that it cannot afford on its own as a small town.

Newmarket is located in a good area between towns that are smaller, larger or approximately the same size. There are possible ways to buy services from towns with larger infrastructures, sell services to smaller towns and develop partnerships with towns of the same size. He cited state mandated requirements for schools and wastewater that put further pressure on the town. He said the town needed to look at these possibilities soon, before it became necessary to borrow just to meet operating expenses. Nationwide, the number of municipalities facing insolvency is increasing dramatically. Communities had made commitments based on assumptions that property values would increase 10% per year. As property values declined, the tax rate increased to maintain services, which made owning property within a community less attractive. He said that Newmarket was paying for the present, but not saving for the future to repair its crumbling infrastructure. He encouraged Newmarket to take the lead in developing a design for a 21st century government, and begin by determining what it cannot do by itself. The large expenditures Newmarket faces will affect its property values and tax rates more and more in the next 5 years, and those who can afford to live elsewhere will leave. He called on the elected officials to have the political will to address these issues, and for the citizens to decide that it is necessary to find another ways to accomplish its needs.

Newmarket's current tax rate is in the top 20% for the state. Efficiency Committee Chairman Bob Coffee asked Mr. Jutton where he projected Newmarket to be in the future. Mr. Jutton stated that was hard to predict, as it would depend on how the town addressed its issues, independently or by working with other towns in the area. He said that Newmarket was fortunate in that it had the potential of working within its neighborhood and creating partnerships, and buy/sell relationships. Mr. Coffee asked for examples of how larger towns could help Newmarket. Mr. Jutton gave examples of sharing tax assessments and related positions, code enforcement and related positions and camera system maintenance fees. He cited the example of the town's providing its own dispatch as very expensive and redundant, especially because there is a regional system available and every 911 call in the state of New Hampshire goes to Concord and back. He said there would be a lot of resistance to changing this as it involves jobs. His contention was that there was plenty of work to be done. He said this becomes an issue of bricks and mortar, and duplication of services which do not allow other needs to be met properly.

4. Mr. Coffee asked Mr. Jutton to explain a statement he had made at an earlier meeting that every decision made today is a 50 year decision. Mr. Jutton said that once a community decided to build a building it was a 50 year decision and there was no turning back, as there is no market for used schools or wastewater treatment plants. He felt that communities should be thinking of self-performance as the last alternative, not the first. He said the town should look to other areas for wastewater, as piping is cheaper than building a facility. This would also reduce staff levels and related benefit costs. Councilor Dan Wright asked about the need for wastewater treatment plants in the area and proposed a dialogue with other towns. Mr. Jutton said that most of the seacoast area was under sanctions from the EPA to upgrade or build facilities. He gave an example of Salem, NH that, despite political objections, was finally able to partner with several bordering Massachusetts towns for regional wastewater treatment. He said that pipe is a 50 – 75 year investment, whereas wastewater plants are a 20 year or less investment, depending on the number of upgrades required.

Rose-Anne Kwaks said that Mr. Jutton had expressed his opinion that there be a joint deliberative session with the school and town, and she asked that he elaborate on his reasons. She also asked if Mr. Jutton's firm would be able to assist in developing dialogue the town should have in looking for regional solutions to wastewater treatment and in preparing a cost comparison between laying pipe versus building a facility.

To the latter question he said his firm could help, but the conversations had to begin with DES. He said the history of having separate deliberative sessions was because women were allowed to vote on school issues 16 years prior to their being allowed to vote in Town Meeting. He felt that joint sessions were the foundation on which the town should be built as each is trying to reach the same consumer, and the consumer is attempting to decide, for example, if its funds should go toward a new school or a new wastewater treatment facility. These were decisions of priorities. The Town Council and School Board needed to develop a dialogue, rather than working autonomously. There was a need to discover ways to coordinate union negotiations and financial statements. He said this was a communication problem that resulted in the tax rate being set independently per category. The school and town each set its rate without considering the whole picture for the town, and often operate as enemies. He said it is the system that creates the problem of disharmony and dysfunction.

Will Foster said this was also a revenue problem, as Newmarket's income was not increasing as fast as its taxes. He questioned whether tuitioning children out to different schools would be as cost effective in the long run as building a school. He was concerned that Newmarket would not have a say in another school system as they were a different customer. He also said he was glad that Newmarket had its own dispatch, as the response time was faster than that provided by a regional system. He said for both examples the costs would not go away. He said the focus of the meeting thus far had been saving money by not spending as much, but they also needed to address ways to increase revenue. Mr. Jutton said that in New Hampshire, the primary way for towns to pay for services was property tax, and there was no indication that the state would institute income or sales tax in the future. He said he did not know what revenues Mr. Foster had seen decrease and that he was not just talking about saving in the here and now, but in the future. He said there were studies that dealt with building a school or considering alternatives in a community such as Newmarket. He said there was no assurance that building a school would improve the quality of education, and some studies that indicated the quality would actually decrease. Those studies found that once a town had spent a large share of its funds on the actual building, there was less available for the costs of running an effective educational system.

Mr. Foster said that the school was the largest employer in the town, and if the school were not in the town those employees would go away, which would further reduce the town's revenue. Mr. Jutton said that if students were sent to Oyster River, that school system would need additional staff. He said that enrollments were declining in Newmarket, and the town had to decide what it could afford. In considering whether or not to build a school, the community also had to consider what funds would be left to maintain the level of offerings necessary to educate its students. He said in all these infrastructure decisions, towns had to seek alternatives they could afford that would offer a degree of security acceptable to the townspeople. He said the town had to decide how much more it could afford in building for services that brought in no revenue. Mr. Foster asked what the alternative was to building a wastewater treatment facility as the costs would still exist under a regional system. He wanted to see the costs for living in Newmarket decrease soon, as he said he and others were questioning whether they would be able to afford to continue living in the town. Mr. Jutton said the proposals he had spoken about would not make a difference right away. He said the Town Council and School Board had to adopt a philosophy that was more expansive than doing everything in-house in favor of looking for ways that would avoid tax escalation. He said that the higher Newmarket's tax rate is in comparison with other towns, the fewer businesses and homeowners will want to locate here.

A citizen thanked the Efficiency Committee for its work and for the opportunity the meeting offered. She cautioned that they not take the consultants comments in a vacuum. She said that when Mr. Jutton spoke to the regionalization especially in education that Newmarket had not been able to accomplish that thus far. She felt that might in part be due to two different governmental bodies having two different agendas. She asked that Mr. Jutton speak to strategies that might make that happen, and how the Town Council and Budget Committee could assist the School Board in its efforts. She asked how 3 different committees could work together to develop regionalization, as that has not happened so far. Mr. Jutton said it is difficult to accomplish anything with a large group, but rather, he suggested negotiations start with 2 people and issues be settled before reporting to a large group. Superintendent of Schools Hayes has been speaking with his counterpart in Oyster River, and the more small details they can focus on and settle, will allow them to present a holistic plan to the town for discussion. New Hampshire's population is getting older, and there are few towns that have projections of increased school enrollments. This is an additional reason for smaller towns to seek regionalization. Once a school is built, there are still on-going operational costs to keep it going. He said Newmarket needs an operation reserve which it has not had. He said this should be a business decision rather than one based on emotional associations. He thought that the town might engage someone with no vested interest in the town, someone whose job it was to negotiate complex contracts.

Councilor John Bentley said the meeting was a good idea as it put people together, but he felt they were getting away from the intent of the meeting by becoming too detailed. He said that, to Mr. Foster's point, the discussion should be two-tiered: options that could be implemented to cut expenses and increase revenue. He mentioned duplication in staff as the lawns at the elementary school are mowed by a landscaping service, while the town is mowed by the DPW, and custodial duties in one building are performed by a service, while those duties are done by town employees elsewhere. He asked that they look at whether some duties could be shared between departments or buildings. He asked that they go to a broader, longer view, and not focus just on the school.

Charlie said that at the last Efficiency Committee they had spoken of getting the School Board and Town Council together to discuss what could be done right now to save money. He felt they had gotten away from the intent of the meeting. He had thought for some time that all the facilities in Newmarket should be cared for with one budget and one staff. He said that if the buildings had been taken care of by one department, he thought they would have been better maintained. He asked what other towns had problems similar to Newmarket, and what the projected revenue would be from the rehabbed mill buildings. Mr. Jutton said he could not answer either question with any certainty. He could give a list of other towns with the same tax rate, but would have to do further analysis to determine their debt ratio and capital improvement issues.

Clay Mitchell said thus far everything he had stated for the process of the meeting had been violated. He stressed that they discuss what could be done structurally now to move forward. He said they were all together to seek solutions. Councilor Levy asked for tangible examples of where the town could find efficiencies with the school, in addition to each body finding efficiencies within itself. Mr. Mitchell said that was the heart of the matter, and asked what the government structure was that would allow them to find those efficiencies. Budget Committee member Dana Glennon said when he was on the Town Council, they had been told the school and the town were 2 separate forms of government. He had also been told that the Planning Board was a different form of government, as they were not beholden to the Council, nor was the Council beholden to them. He said he believed that Newmarket's form of government did not allow the town and the school to work together in unison. Only the city form of government would allow for a manager to oversee both the school and the town budgets. He said this had been turned down by the voters in the past.

Secondly, Mr. Glennon asked how development in a town plays a role financially, as Newmarket has a high percentage of rental property. Mr. Mitchell addressed Mr. Glennon's first point, stating that the structure of government did not preclude the town and school from talking together. He then questioned if they had explored every opportunity to get together. He asked for input from the townspeople as to what avenues they would like to see explored before hitting the brick wall of a statute. Even at that point, he felt there would be a way to accomplish these goals. As to Mr. Glennon's second question, he said that, based on a study he had conducted for the Planning Board, the taxes received from rentals far outweighed their costs to the town. Mr. Glennon said that Newmarket's dispatch center had the ability to pick up on 911 calls that went to Concord, and very often received them first.

Budget Committee member Russ Simon said he had been one of the people asked to sit in on the last Efficiency Committee meeting. He said the committee members included those with the power from the town and school. He said that the advisory group had said that it was necessary to get those in power to work together, as volunteers and the Efficiency Committee could not implement goals. He said he would like to see the Town Council and School Board speak. He said the Efficiency Committee's suggestion for a joint deliberative session would get all those in power together in the same room. He listed centralizing financial control, purchasing, maintenance and health insurance as ideas that had come from the Committee. He said someone had stated that if the school and town could not work together, it would create an unfavorable impression to those towns with which they might seek partnerships.

Councilor Bentley referred to Mr. Glennon's point about the structure of Newmarket's government. He said that even though the Council and Board might agree to consolidate mowing, as an example, they might not be allowed to do that. He felt they should continue to talk, but even with their best intentions, they might not be able to carry out some of these ideas. Mr. Jutton said there was such a thing as an intra municipal agreement. Mr. Mitchell asked if the Town Council and School Board were in the habit of meeting and talking. As the answer was no, he said this could be the start, and that before they discussed having one board, they might consider options along the way. He felt they should be given the opportunity to discover if they could both contract with the same group. He suggested that maybe the Chairs meet first on a regular schedule and then bring their ideas to the larger body.

Mr. Simon said that volunteers were not empowered to act on ideas presented. Only the Town Council and School Board had the authority to direct their employees, the Town Administrator and the Superintendent of Schools to come up with a financial plan that would realize their goals. He said that whatever form of government Newmarket had in the future, he

would like to see a spirit of cooperation between both governing bodies. Council Chairman Phil Nazzaro said he thought the purpose of the meeting was to ensure that there was a buy in from both the Council and Board to do this. He said he would like to hear if everyone thought this was the right or wrong direction for them to take, and to have a commitment from both bodies to continue these efforts.

Councilor Zink said they first had wanted community input, and had scheduled a time on the agenda (8:30 to 9:00) for the Council and Board members to speak, followed by a time for the Chair of each to address the community on steps to move forward. Councilor Bentley said that he along with others had not received an agenda. Clay Mitchell said they were talking about solutions, and there was a time set aside for the Council and Board to talk. He apologized for some not receiving an agenda. Rose-Anne Kwaks said that Councilor Zink had given a verbal agenda when the meeting started. She said she would like to see at the joint discussion slated for 8:30, a discussion of concerns presented by the public. She said she would like to see the Council and the Board each appoint 3 people and set up a definite date to start meeting. Efficiency Committee Chairman Bob Coffee said there were many good ideas that come up at their meetings, but that they were powerless to implement them. They have done analyses to bring attention to ideas and possible solutions for savings. He said it had taken them a while to get authorization to do an analysis on a potential \$50K savings in insurance. He said they were looking for support and help from the Council and Board to realize savings for the town with as little impact on employees as possible.

Dana Glennon thanked Councilor Zink for inviting the Budget Committee to the meeting. However, he felt the Budget Committee should have been involved in the process along the way, as it has the authority to add and subtract from budgetary requests. Todd Berry asked how with 2 boards did they envision driving leadership, and who would ultimately be responsible for identifying opportunities for savings. In addition, who would continue to manage regionalization and programs for budgetary savings, as well as engaging the townspeople? Mr. Mitchell asked him who he thought should be responsible. Mr. Berry said that Newmarket had no one responsible for overseeing both bodies, so it was his understanding that the town would have to vote on proposals. During this time, there would be no one engaged or empowered to look at solutions. He in turn asked how they would fill this gap with two governing bodies to develop leadership. He said he thought someone elected or hired would hold more weight in negotiating for regionalization than townspeople.

Clay Mitchell referred to a statement Russ Simon had made. Newmarket has two governing bodies with two different spheres of influence to set policy and long-term planning. Each has a chief administrator: the Town Administrator and the Superintendent of Schools. He suggested that the governing bodies sit down together to identify opportunities for savings and then turn these opportunities over to their administrators to arrive at implementation plans. He said he thought Mr. Berry's questions should be a part of the joint discussion planned for 8:30. Mr. Berry said he also hoped to hear about plans for the future and large expenditures. The reporter from the Seacoast Newspaper group asked if the town was looking at regionalization for trash pickup. He said the Exeter Chamber of Commerce had been asking towns about regionalization plans, and he wondered if Newmarket had been part of this process. Mr. Mitchell said he did not want to get into specifics at this time, but he was glad to get that information. Councilor Zink said that one of the reasons they had hired MRI was to find innovative solutions with two disparate bodies of government. Mr. Jutton said the first step was agreeing to meet monthly or on a regular basis. The meetings would be in a spirit of cooperation to find solutions that would benefit the town. He said they could look at changing the town charter to create one leadership body. This might require some modifications to legislation. He suggested they decide on a meeting schedule.

5. Mr. Mitchell said the meeting was now open to Town Council and School Board discussion. Councilor Levy said his first priorities would be looking into consolidating insurance and instituting a joint deliberative session, neither of which would lead to staff reduction. He said that when they started talking about centralizing finance and building maintenance that would affect staffing. He said it would take political will to look at staffing. He thought they should first look at the low hanging fruit, such as the pros and cons of having a one -day joint deliberative session. Councilor Bentley agreed that they should start with the low hanging fruit that would bring quick saving. Council Chairman Nazzaro cited the inefficiency of a super committee with no statutory power. Still, he felt this was the right first step. He emphasized that Newmarket needed structural change in the type of government it has to see any true partnership between the town and the schools. He felt that they should look at this along with opportunities for savings. Newmarket has finite resources at its disposal and many ways to spend them. To do so for the highest benefit to the town requires cooperation, rather than two governing bodies competing for resources.

Mr. Mitchell said his interpretation was that the two boards would work jointly from two agendas: one specifically on goals, and the other on long-term planning. He felt this was a good approach to test working together by focusing on short-term goals and then long-range planning. School Board member Linda Mantegani said that at one point the School Board had a non-voting representative to the Council, and the Council had a non-voting member who attended School Board meetings. Each was able to participate in meeting discussions. For some reason, they had moved away from this

procedure, and she thought that they might re-institute it. She said that both bodies had invested in the community by allocating funds to hire MRI, and she would welcome the opportunity to have one joint meeting per month. Councilor Bentley said that the Council met twice a month, and along with their participation in town committees and commissions, they had now added an Economic Development Committee, to which they had pledged two Council representatives. He further stated that with a new Town Administrator coming in, they could ask him to look into some of the issues, such as building a wastewater treatment plan versus regionalizing. He said there was also a need to educate townspeople on governmental structure, as School Board issues had been brought up before the Council.

Councilor Levy thought they should have someone do a cost/benefit analysis on insurance options, and then determine the possibility of melding the school and town programs together. It would be necessary to take unions and percentages paid into consideration. He did not think they should need a constitutional amendment to have a joint deliberative session, probably on a Saturday. He thought someone could do a cost/benefit analysis on centralizing the two finance departments. In order to make those decisions, they would first have to see the costs. He said they would have to have political will. He thought the town was the largest employer in the town. School Board Chairman Cliff Chase said that from data extrapolated from an earlier census, the school was the largest employer, with the town the second largest. He said he felt the Council and the Board had come closer over the years, but he was not ready at this time to consider having one central governing body. He wanted to see some success in their working together, and suggested they choose some easily attainable and low-political targets to begin. He said they should go ahead with having the town employees do the lawn mowing at the school as they do the plowing in the winter. There are no bills sent from the town to the schools, as the money has the same source. He thought they should set priorities to see where staff from each governing body could be helpful to the other. He cautioned that if too many meetings were held, the schedule could scare away those who might be interested in serving.

Councilor Levy asked how the School Board felt about a joint deliberative session. Mr. Chase said he had no problem in doing this and that he felt they had taken a large step in having voting on the same day and the deliberative sessions one day apart. Councilor Bentley said he was in favor of a joint session. Councilor Levy asked if they thought it should be held on a Saturday, as it was difficult for many to schedule two evenings. This is done in many municipalities. He felt it would be a healthy thing for the town. School Board member Kelly Foster (?) said they needed to give enough notice so that baby sitting arrangements could be made. She said that when they had attempted to do this before, the change came too quickly. She asked how much money this would save. Council Chairman Nazzaro said it was not a question of savings, but an opportunity to have conversations as a community on how, across the board, the town's limited resources are to be spent. Councilor Levy said he also thought that would get more representation of different viewpoints.

Councilor Bentley said the Council was next meeting on July 11th. He suggested that since the School Board was not meeting until August, they come up with a few small suggestions and the Council also come up with a few that could be discussed at the Council meeting. Councilor Zink said the Efficiency Committee had been working for 7 months and had identified four areas to work on. Their steering/advisory had come up with the same issues: a joint deliberative session, consolidation of insurance programs, centralization of financial management and of facilities management. He felt they should come to an agreement on these suggestions. He said one of the reasons they had hired MRI was to determine what resources would be required to accomplish these goals.

Mr. Mitchell suggested they start with planning a next meeting before decided on what issues that wanted to tackle first. Councilor Wright thought they could get their feet wet by starting with the lawn mowing issue. They could get the cost of the lawn mowing service and bring it to the Council for discussion. He felt this was something they could accomplish. Mr. Chase said he felt they could learn from doing this and build on the experience for later discussions. He emphasized that he did not want to meet with Town Council to discuss minute details which could be provided to them by staff. He felt they should meet after receiving prepared information on options, and make decisions based on that information. School Board member Chet Jablonski said they should meet jointly with an agenda to at least set short term goals, as the School Board is doing on Saturday. He said they should also be looking toward setting long-term goals for infrastructure and facilities. He said the Council needed to understand some of the educational issues: Newfields is part of Sau16 and sends its students to Exeter High School which is not accepting any more tuition students. He said in terms of demographics of the community, they had to look at the affordability of those building in the town. He felt the Planning Board should have a role in the discussions.

School Board member Meg Louney-Moore (?) said she could support a joint deliberative session. She agreed with Mr. Glennon that the Budget Committee was an important part of the process and should be represented on any sub-committee that was created in order for them to make informed decisions. She stated the need to go beyond Councilor Levy's request for cost/benefit analysis of proposed solutions and consider their programmatic impact which might have financial implications for the future. Councilor LaBranche said it is easy to say something can't be done, but he would like to know the reasons. He felt that as a community they had the opportunity to make changes over the next 12 months. He

said that at this point neither union had a contract, so it was a good time to work on a viable solution to the insurance program. He said that for years they had been told they could not move the voting day, but they had accomplished that. He said even though they were told they couldn't consolidate financial services, they needed to try. He said citizens had to bring ideas to the Council that they could act on, such as in approaching other towns about regionalizing wastewater treatment. He said the low hanging fruit, such as lawn mowing, was easy but there would be more benefit to the community by taking major steps as soon as possible. He felt both the Council and Board were in a position to make decisions as long as they had community support.

Mr. Mitchell said they had reached the end of the joint discussion and it seemed there was some consensus. He stated that he admired and respected the work that the Council and Board members do as volunteers. Although he did not want to add to the burden of schedules, he called for them to work out a way to continue meeting. Mr. Jutton suggested for the months of September and October they divide their two monthly meetings, and have one a joint meeting as a consolidated body of governance. Within that meeting, each could designate a time to discuss and vote on individual issues, while working on issues they wanted to tackle jointly for the remainder of the time. Councilor Zink said many in the audience were among the group who had suggested the joint meeting. He asked if they would be willing to come back in 2 to 3 weeks. He was anxious to hear statements from the two Chairmen as the Efficiency Committee was looking for direction. He said it was time for a report card.

6. School Board Chairman Cliff Chase said it was difficult to come up with a Board consensus as they had not had a chance for discussion. He felt the role of the Efficiency Committee was to bring issues forward to the Council and Board and then be a part of the team, not just to identify goals, but to work on achieving them. The Council and Board could charge those with expertise on an issue, whether staff or volunteers, to work toward solutions. He said the School Board was meeting on Saturday to work on goal setting, and he would like to have 2 to 3 ideas, largely based on the Efficiency Committee's findings, that they could bring to the Council's July 11th meeting. He felt they should continue the dialogue, and while not creating meetings for meeting's sake, he felt they should plan one joint, substantive session per month in addition to their regular meetings.

Council Chairman Phil Nazzaro said the picture of the town presented at the beginning of the meeting was even bleaker than presented. Mr. Jutton had said the mean income for the town was \$33K, but the median income was \$66K. That shows a disproportionate percentage of the population below the bell curve who will not be able to afford living in Newmarket until 2016. The remaining people would have to shoulder an even larger tax burden. He said that they should have 2 to 3 meetings to work on concrete short-term and long-term items. He stressed the need for a tight agenda so that they could focus on issues that would benefit the town and move it forward. Councilor Levy said they should have the numbers before the meetings along with details and supporting information. Council Chairman Nazzaro said the Efficiency Committee had come up with ideas, but that now the Council and Board needed information from staff so they could decide on the direction they wanted to take. Councilor Zink said the Efficiency Committee had some money in its budget that they could use to pay MRI to give them ideas as to what information they needed and what resources they should tap.

Charlie said they should come up with a formal agreement on joint projects and make a commitment to work on these goals. Dana Glennon said he would like to hear a statement of commitment from each official. Charlie said he would like to see a formal written agreement so that work would continue when Council or Board members changed. Each member present offered their support or commitment to working on projects jointly. School Board member Meg Louney-Moore asked Councilor Zink if he could provide some information of what the consultant has done before they continue. This will be provided in the near future. Councilor Levy asked when they would meet and what they would discuss. Council Chairman Nazzaro and School Board Chairman Chase will meet together first, and Councilor Levy asked that they present their topics for discussion and findings to both groups before their joint meeting. Council Chairman Nazzaro said the focus of his meeting with School Board Chairman Chase would be to discuss the 4 goals set forth by the Efficiency Committee and the order in which they should be tackled.

The meeting ended at 9:17 p.m.

Respectfully submitted,

Ellen Adlington,

Town Council Recording Secretary

